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THE MANAGEMENT SIDE OF A FOREST SERVICE SPONSORED VOLUNTEER PROGRAM

by Jerry D. Greer

The Management Side
Of A Forest Service Sponsored
Volunteer Program

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Abstract:

This paper was prepared to tell other managers about the practical experiences of one ranger district involved in an extensive and complex volunteer program. The recruitment, guidance and general management of volunteers is discussed. Reward systems for volunteers are detailed. Interaction, opportunities and problems with other paid staff members are reviewed.

Key words: volunteers
management
productivity
motivation

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I. Introductory Material

1. Authority

The authority for Forest Service involvement in this program is the Volunteers in the National Forests Act of 1972, Public Law 92-300. Briefly this act permits us to recruit volunteers and train them to assist us with our resource management programs without regard to Civil Service (OPM) laws, rules or regulations.

This authority is presented in FSM 1830. Other manual chapters contain references and guidance about expenditures, work planning and other details.

2. Development of Programs

The act is approaching ten years of age and it has taken us this long to really get involved. We have barely begun to tap the volunteer resource. It will get better and it will become more complex.

One of the greatest supports we can give Congress as we carry out the intent of the act is to keep it simple. The act is clear, concise and amazingly useful. It requires little, if any, bolstering by concerned government employees.

3. The Purpose of This Paper

I have prepared this paper, not to clarify, or complicate the act, but to review for you what our program is, how it works and what we do to make it work better. Even though the program at Sandia is working extremely well, I do not offer this as a description of how a program should be developed or managed, only as a review of how one works. Your program will differ in many ways from ours.

It is critical for managers to recognize that a volunteer program of any size must be carefully designed and adapted to specific situations, areas, employees and needs. In the same way it must be individually adapted to each person who volunteers to help.

We continue to grope for, and often find, better ways to manage and implement the program. You must look upon the management of volunteers as a very dynamic activity. I offer these ideas as a way to get started; as one way to keep going.

It is only one possible solution to problems of program management. Our system may be different next month or even next week. Hopefully, it will continue to get better. For this reason, I invite your comments, questions and especially criticisms. Our phone number is (505) 281-3304; the address is Star Route Box 174; Tijeras, New Mexico 87059.

II. The Management of a Volunteer Program

1. Personnel Management and Administration

The task of managing volunteers and regular, paid employees is basically the same. However, there some important differences of which you should be aware.

The most important point to remember is that you are really forced to use excellent and timely techniques in the field of rewarding people for a job well-done. Since volunteers are not paid, your old carrot on a stick (that is, cash in hand), won't work. The methods to be used in rewarding volunteers are complex and a detailed discussion of that follows.

Volunteers must be treated humanly and with respect or they simply quit. It is especially appropriate in managing volunteers to:

Lead your people, don't manage them
Direct your people, don't control them

It is critical that you balance your attention between the paid workforce and the volunteer group. This becomes more important as your volunteer group gets larger.

It is easy to get the feeling that everyone on the paid staff is in full support of having volunteers help. Why not? They require little time and less money. However, if proper attention isn't given to your paid staff; if they are not involved in the development of a program, serious problems can occur. These problems can occur on any unit.

It took over a year to detect this type of problem at Sandia. Some employees and some supervisors believed that our volunteers were replacing regularly paid employees. It is also apparent that even employees with many years of service may see volunteers as a serious threat to their continued employment.

There is a real danger that paid employees with this attitude will destroy an otherwise good program. Early involvement and continued updating will result in a smooth operation and a receptive attitude to the future use of volunteers.

Even if volunteers will not be used in a particular functional area on your unit, you should involve these staff officers early and insure that they are continually aware of the development of your program in other areas. Emphasize that it is a district or unit program, not a functional one.

Other criticisms by paid employees may center on the assumption that volunteers are not, and can never be, dependable. There may be an unreasonable fear that an injury to a volunteer may result in costly finantial liability.

2. Staff Management

Some staff time must be devoted to volunteer program management. The benefits of a good program are not free. Costs are discussed more in later sections but the point I want to make here is that managerial and supervisory time is an absolute necessity.

You have two alternatives. You can pay an employee to manage the volunteer program. This should not be made a critical element in performance but it should be an optional element. The results are far from anyone's absolute control. The manager should be rated primarily on effort.

Your second alternative is to find a volunteer who has the talent and interest in being a manager. The main reason the program at Sandia has been so successful is because we have a volunteer devoting at least forty hours per week to management. The volunteer coordinator does not generally do project work. He plans projects, he recruits volunteers, he arranges project inspections by staff specialists, he prepares reports and award recommendations. In short, he is the manager of the program.

For this to work at all, the atmosphere you create for your volunteer group and the guidance and encouragement you give your coordinator are critical. This may be the most important factor to some volunteers.

A volunteer as a volunteer coordinator must be accepted as a full member of your staff. You must recognize their professional ability. To emphasize the point, I show our volunteer coordinator and his assistants by name on the district organization chart.

The volunteer coordinator may report to any employee you choose. For best results, select an enthusiastic staff officer with whom the coordinator can work. You must have enthusiastic commitment or the program will be in trouble. If you don't have enthusiastic commitment, develop it. If you can't develop it and you can't handle it yourself, forget it. A poorly managed volunteer program can seriously hurt the reputation and image of the Forest Service.

In a small program, the individual volunteer should report to the staff officer who is responsible for project accomplishment. In our program, all volunteers report to our Staff Volunteer Coordinator. The Volunteer Coordinator in turn reports to and coordinates individual volunteer work with the staff employees who are responsible for project accomplishment.

Even when volunteers are involved in highly specialized areas such as archaeology, library science or statistics, they should maintain contact with the Volunteer Corodinator. They can do this while they work under the direct supervision of paid staff specialists.

3. Finding Volunteers

There are many ways to find volunteers. The following review of the reasons people volunteer may help you find volunteers. The basic way of finding help is to ask for it. The vast majority of people who volunteer do so because someone asked them to help.

Advertize in a local newspaper. Tell your readers help is wanted. Be creative and you'll receive replies. Go to organizations and groups and ask them to help. Our volunteer coordinator at Sandia devotes many evening and weekends to recruitment. Our entire Adopt-A-Trail program was developed by this personal contact method.

As your program develops, you will find that people who have heard of it may walk into your office or may call in to offer their time. Volunteers and friends will bring others into the group.

4. The Placement of Volunteers

Volunteers will be useless and counter-productive if they are not accepted into the group. The atmosphere in your group must be one that encourages volunteers to contribute and to develop. Work relationships must be based on mutual respect.

Volunteers must be accepted as team members in that their contributions and activities must contribute to the objectives of the Forest Service. Otherwise, they should be encouraged to operate independently with a minimum of supervision. They must be given responsibility. The only restrictions imposed should be that their work conforms to mimimum standards, that they help meet our objectives and that they support the good image of the Forest Service. Management has an obligation to give positive direction to volunteer efforts so they do help accomplish Forest Service objectives.

Much can be done to establish a good atmosphere before you start your program. Prepare your paid employees by involvement and do it from the beginning. Be honestly enthusiastic and support the people who will be directly involved with volunteers.

We have found that the most critical step in effectively using volunteers (either individuals or organizations) is the volunteer interview. It is similar to a job interview which would be conducted to identify regular or paid employees.

Keep in mind that the volunteers you accept must be productive. If they are counter productive, you and your staff will be wasting valuable time and money on useless projects. Productivity is a function of two parts; the capability of a person to do a job and their willingness to do it. Again, their work must contribute to the work accomplishment of your unit.

We have found the following factors must be covered during a volunteer interview:

A. Determine the capability of the person or group to do a necessary job to our standards. (Capability is a measure of skill.)

B. Determine the apparent willingness of the person or group to complete the job or to continue with it for an acceptable time. (Willingness is a measure of desire.)

C. Determine the volunteer's time which is available and agree on a tentative schedule for work.

D. Obtain initial committment to accomplish a task or objective. (This is certainly a part of willingness but we see the need to have the person or group representative make a positive statement of commitment.)

E. Determine if there are problems or personal needs which should be considered. Some items are transportation arrangements, health or physical problems, mental or emotional limitations.

F. Determine why the person or group is volunteering. (This may be the most important step in the interview. It is vitally important to know the reasons for volunteering so we can properly reward their efforts. Proper rewards will maintain and increase the volunteer's willingness to help.)

No one works for free. Even volunteers expect some "payment" in return. Finding out why a person volunteers permits us to pay them with the right "script." Now for the matter of their compensation.

5. The Volunteer Compensation Package

A compensation package, in the terminology of business, refers to the total benefits given to paid employees. The package is composed of many parts which vary between businesses and organizations. For example, this is a list of many typical parts of a package enjoyed by paid employees:

salary
stock options and profit sharing
special company privileges
life insurance contributions by organization
retirement program
overtime pay
hazard pay and differentials
vacation leave with pay
sick leave
other administrative leave
cash awards for good performance
health insurance contribution

These are the kinds of compensation you may receive as a paid employee. Management trades money for work and gives more or less money for corresponding work. In dealing with volunteers, however, you are specifically prohibited from paying any salary or making any monetary payment for the value of the service you receive.

Nevertheless, you do have a way to "pay" your volunteers and in fact, if you do not pay them with the proper script, they will leave more quickly than will a regular employee whom you fail to pay in money. To maintain the willingness of a volunteer to work, you must pay him properly.

With volunteers, your compensation package is basically composed of ways to fill their human needs. Recall the volunteer interview and remember how important it is to determine why a person or group is volunteering. Knowing these reasons is your basis for designing an individual compensation package for each volunteer.

Volunteers do not come to you void of feelings or needs. Each one volunteers in order to receive something in return. We have discussed this point in some detail here at Sandia and have identified almost 50 separate reasons people volunteer. Some are easy to identify and satisfy; many are difficult to find and will challenge you to satisfy.

Our list of reasons with possible rewards or payments follows. You should read it to become aware of the great variety of reasons which seem to exist. It is not important for you to try to put your volunteer in one of these categories. After all, this list will be found to be incomplete and your volunteer may have a reason we haven't yet encountered. The point is that you must be aware that there are many reasons. You must find those which each volunteer has, and you must pay the volunteer in terms of these reasons.

List of Some Reasons People May Volunteer Efforts & Possible Rewards

#	THE REASON FOR VOLUNTEERING	COMMENTS ON REASON OR NEED	SOME REWARDS IN RETURN FOR APPROPRIATE WORK
1	A desire for future income	Graduates working for college credit	Well-documented work history; training; letters of recommendation
2	Desire for future profit	Newspapers; contractors; suppliers as public relations	News releases, word-of-mouth; any public information on the contribution
3	Desire to protect endangered species or resource	Audubon Society & Peregrine falcons	Feedback on value of volunteers work e.g., numbers protected, success, etc.
4	Desire to help fellow man	Medical aid; search or rescue	Equipment, training, opportunity to help, recognition
5	As a tax write-off	Company or person supply equipment or services	Well-documented credit for hours, miles, values, receipts & letters
6	To advance or change a career	Graduates or employed people desiring a change	Training; experience; contacts in the profession; well-documented records
7	To gather data for a book, article, or story	An author, obtaining material or experience	Give interviews; talk with volunteers; help gather data, etc.
8	To associate with professionals	e.g., to be para-professional (archaeology)	Include as recognized aid, or confidant; include in group consider ideas
9	To further a cause	e.g., women, minority, environmental	BE CAREFUL! Keep out of the movement or causes; limit reward to recognize effort
10	To satisfy obligation in lieu of court sentence	As a sentence for vandalism, littering	Provide opportunity & supervision so volunteer can make restitution
11	To meet friends or members of opposite sex	e.g., looking for mate or spouse	Include in a group activity; introduce person around; socialize
12	To facilitate hobby or personal interest	Horsemanship; study geology or history, etc.	Find or assign jobs in which person may gain information or knowledge
13	To develop a skill	e.g., orienteering, climbing, nature study	Provide training & opportunity to practice
14	To maintain or improve a skill		Give work in skill area; provide training, assign job with practice opportunity
15	To be active in retirement		Assign to active, doing, quickly-accomplished jobs
16	To be active in club or organization work	e.g., Sierra Club, Lions Club, Big Brothers	Assign projects which match organization objectives
17	To belong to a group, social acceptance	e.g., to avoid lonliness; to socialize	Same as #11
18	Self-fulfillment	To obtain a sence of importance	Give responsibility in worthy projects
19	To meet curriculum requirements	Undergraduate course work	Provide a worthy project; the teacher furnishes final reward; document work
20	For a Science Fair project	Usually high school students	Give critical feedback to volunteer; supply information
21	To have access to a specific environment	e.g., forest, mountains, stream, cave	Assign to the environment
22	To improve physical condition	Heart patients, stamina, runners	Work out projects which give opportunity for physical exercise
23	For peer recognition, fame, popularity	Some people need a lot of praise	Public comments about person & his contribution
24	Religious beliefs or appreciations	e.g., worship of nature	Assign activity which supports need thru environment or subject
25	In support of charity or organization	e.g., Boy Scouts, Girl Scouts, Campfire Girls	Opportunity to involve members in work; develop camp, trail, facility
26	In response to public pressure		Give opportunity but look for & reward other more personal reasons
27	To preserve a right or opportunity	e.g., Adopt-A-Trail, ORV groups	Let help establish management plans or policies; do maintenance work
28	To get out of house	e.g., escape nagging spouse	Give opportunity to do work in quiet, relaxing place
29	To recapture youth or past	"The middle age crisis"	Give opportunity to associate with young people; do youth-type activities
30	To correct an environmental problem	e.g., Clean Up Sandias Day; litter pick up	Group or individual job. Do project where it needs it the most, publicize
31	To preserve clout or power	e.g., that lost at retirement	Project should give authority, management responsibilities, organization duties
32	To escape boredom	e.g., from a dull or hum-drum job	Place in a busy, existing job or area; challenge their ability
33	To earn an award, certificate, badge	e.g., in scout activities, merit badge	Design a program or job so work done satisfies written requirement
34	To display a talent	e.g., public painting; poetry; reading	Permit activity but make sure it compliments Forest Service needs
35	To preserve a culture or cultural trait	e.g., work in Indian Cultural Center	Projects in interpretive services, visitor center; with cultural emphasis
36	To exercise creativity	By combining various talents	Assign jobs in problem solution, planning
37	To maintain the momentum of life	"If you stop, you die;" an after-retirement feeling	Assign responsible jobs, depend upon contribution, keep person busy
38	To satisfy the Protestant work ethic	"I should be doing something"	Give opportunity to work, apply gentle pressure to work
39	To receive "strokes" or compliments	People need strokes to live	Carefully & frequently compliment the work
40	To accomplish a job, task or objective	This is a reflection of desire to succeed	Assign job or tasks so they are attainable in short time
41	To be a success; to win	Person may be unsuccessful in other activities	Challenge effort then publicise the success; compliment
42	To satisfy a need to be challenged	Some people constantly push their limits	Challenge talents to the limit, then start it all over again
43	To be autonomous	Some people need to control their own work	Design objective & let volunteer attain it in his own way
44	To find a sence of security	To avoid job or social insecurity	Express a need for volunteers, involve them, express concern for life, problems
45	To have authority	e.g., uniform, badge; to control other people	BE CAREFUL! Watch this close! Give uniform (no badge) teach radio use, etc.
46	To escape from an exciting or high pressure job	e.g., stock market floor; corporate president	Develop projects dealing with wildlife, flora, etc., in a calm atmosphere
47	In defense of territory	As in war, or backyard national forest	Assign work in territory to be protected or defended
48	To be with or near spouse or friend	e.g., Forest Service employee wife volunteer to work	Make joint assignments
49	To support a volunteer program	Forest Service employee contributing time & effort	Let employee play important part in volunteer program

Note: Most people will have several reasons for volunteering.
Most volunteers quit because their reasons for volunteering have not been recognized or have not been rewarded.

You will notice that many reasons for volunteering involve public recognition. People who volunteer for the purpose of receiving recognition are paid in these terms. We also make awards to and recognize all other volunteers on the assumption that this is often an unexpressed need.

Awards and recognitions can take many forms. With paid employees we most often recognize their extra effort with extra money. The range of money we award is supposed to bear some relation to the value or importance of their extra effort.

Volunteers must be recognized without this easy (and somewhat impersonal) scale of values. Other scales reflecting your opinion of the value or importance of the volunteers contribution must be developed. We have developed two scales here at Sandia which are used as a basis for our volunteer award and recognition program. While considering these, remember that each is separate and neither has much correlation with any dollar values. We do try to make our opinion of the value of the work correspond to some logical level on the scale in preparing an award.

To publicize the work of an individual or group, you can use an EXTENT OF EXPOSURE SCALE. Make information available to the appropriate media. Remember that your preceived value will probably be different than the news value and the resulting degree of public recognition can go up or down accordingly.

The EXTENT OF EXPOXURE SCALE can be roughly illustrated by this list:

A. national network television or radio news coverage
B. "Hour Magazine" or "60 Minutes" style TV program
C. weekly national news magazines
D. major newspapers (Washington Star; LA Times)
E. internal newsletter (The Friday Newsletter)
F. general interest magazines (for example, Sunset Magazine)
G. local news broadcast
H. local newspaper articles
I. limited employee newsletter (for example, R-3 Administrative Bulletin)
J. congratulations & bulletin board notices

For example, we might attempt to get national coverage for a volunteer who saved the taxpayers $100,000 or who did something of obviously high importance. At the other extreme, a volunteer who completed some small task in landscape maintenance might only be given compliments by coworkers.

The second scale is also loosely constructed and its use is tailored to the individual volunteer and the importance of the work. This scale is used to reflect our opinion of value in giving Certificates of Appreciation and letters recognizing volunteer activities.

This SCALE OF SOCIAL PROMINENCE is illustrated by the following list:

A. President of the United States
B. Secretary of Agriculture
C. other cabinet members
D. famous person in entertainment, sports, conservation, exploration
E. Chief of the Forest Service
F. Washington Office, USFS, staff officers
G. Regional Forester
H. Deputy Regional Foresters & Directors
I. Forest Supervisor
J. District Ranger
K. the volunteer's supervisor

In displaying this array, it is important to keep in mind that there is no intent to infer that any specific person is better than another. The intent is that you notice that a compliment made by people in successively higher positions of prominence usually means more than one from a person occupying a lower position.

Always remember that the scales are variable and exposure at the local level may be more meaningful to a specific volunteer than some worldwide recognition. The same applies to the social prominence scale. You must evaluate the contribution, the volunteer and your opinion of the value on a case-by-case basis. Tailor the award to the situation and the volunteer.

The most important thing to remember is to recognize volunteers for their efforts. At the same time you must balance your recognition and awards program so that your paid staff does feel equal. Whether you do a lot or a little, insure this balance of attention.

6. The Cost of the Program

To have a successful program, you must recognize, as a first step, that volunteers are not free. In a volunteer program, you will incur two kinds of costs. The first is easily measured in dollars. You must spend some money for supplies such as skis, paper, office space and utilities, and other specialized tools or equipment. You may have to pay some travel and actual subsistance costs. There may be certain permitted out-of-pocket expenses including uniform components. There may be some charges for phone calls. You need to be prepared to suffer losses in tort claim settlements and claims arising out of injuries if any should occur.

The cost most difficult to see is the time required for program planning, project planning, direct management, and supervision. You must remember that the "pay" you give your volunteers requires appreciable amounts of managerial time.

So, if you are going to have a volunteer program, it must be funded like all other programs. Plan for the future of your efforts and allocate money for project expenses. Be sure to allocate time so you and your staff can properly manage the work of the volunteers. For a program of moderate size, start by allocating five to ten percent of each paid employees time for program management.

Money can also come from other sources. Volunteers will contribute much more than time. Our volunteer coordinator contributed over 9000 miles to his job in 1981. The real cost in dollars would have been about $1350 if we paid it! The volunteers also contribute the cost of many supplies necessary for them to do their job. We are exploring ways to find and utilize contributions of money and equipment in support of volunteers by citizens and corporations. There are also the personal funds of regular Forest Service employees and possible fundraising efforts by volunteers to be considered.

Because money and time are involved, we must make a good effort to get volunteers to work in our higher priority jobs. This will insure the best return on our investment as far as dollars are concerned.

Every offer to help must be considered and used if possible. This constitutes an investment in good will and in furthering the conservation ethic. The return here may equal or exceed the return on our dollar investment. At Sandia, we make it a practice to accept the offers of all volunteers whose talents can contribute to the objectives of the Forest Service.

7. Program Publicity and Reporting

There is a real need to give overall attention to the volunteer program, just like we give attention to individuals in the program. The attention you give your program should result in broadened support. People in a volunteer program are like the members of any formally organized group. They share interest, concern, and dedication to their organization. Any publicity you give the program is good for the members.

Almost all forms of publicity are useful. Use newspapers, magazines, television and radio contacts and informal comments to anyone who will listen. Don't neglect to publicize your groups efforts through official channels. This should result in increased, official support.

As your program grows, you may find it useful to develop and use a simple form for accomplishment reporting. Your volunteer coordinator should submit the report to you periodically and you in turn should send the information on to your supervisor. The form should be simple and flexible enough to accommodate sudden program changes. The appendix contains a copy of the form we currently use. Refer to FSM 1830 and 1806 for current reporting requirements in human resource programs.

8. Using Volunteer Efforts to Advantage

The success of the program on the Sandia Ranger District is an example that the concept works. Our 1981 list of major projects include:

the Adopt-A-Trail Program, value $35,000
archaeological surveys & studies, value $10,000
preparation of Recreation Opportunity Guide, value $4,000
cataloging & arranging library, value $3,000
preparation of a cross country ski map, value $3,000
cross country trail development, value $4,000
Class A map revision & preparation, value $1,000
measuring & logging all trails, value $5,000
assistance in ORV management, value $1,000
Wilderness Information Specialists program, value $15,000
full time volunteer coordinator, value $16,000

Planning must be carried out to have a successful program. Our planning has been tied primarily to the projects just listed but we are considering other projects. Plans must be very flexible to allow for a wide variety of interests and sudden changes in talents available.

For future use, we maintain a list of possible projects in which we could use volunteer help. It is important to integrate the volunteer project planning into our regular project work planning.

Good plans help achieve productivity. Just as with paid employees, volunteer productivity must be established, maintained, improved, and measured. Remember that during the prospective volunteer interview, we made an assessment of capabilitty and willingness, the two components of productivity. For the most part, volunteers will be productive at their own rate but we can affect and change it.

Volunteers and paid employees both can hurt productivity if not properly guided. Work which does not contribute to Forest Service goals and objectives is unproductive. Unnecessary activity and activities in which the value is less than the cost is unproductive. Poor quality and improper work means lost work hours and may require excessive correction and follow up. This results in a loss of managerial or supervisory time and is highly counter productive.

Especially with volunteers, a manager's personality and style can have a significant effect on productivity. If we expect productive work, we must treat our volunteers humanly and sincerely.

You can improve your own productivity by delegating work. There are some legal limits because volunteers are not federal employees. That work not limited by law, regulation or policy can be delegated. Your act of delegation is a signal to your volunteers that they are considered valuable and trusted members of your staff. Just remember, it's the same as with your paid employees; delegation does not change accountability.

Much of the productivity of volunteers can be traced directly to their commitment. To secure the commitment of a person who is not dependent upon a paycheck is challenging. The best way to get commitment seems to be to take your volunteers fully into your group and treat them as full staff members or employees.

Let your volunteers know repeatedly that they are becoming more and more important. Build your volunteers, especially the managers, into the system. As you depend upon their help; it won't hurt to admit that you will be hurt if they leave. After all, it is true!

Get a written commitment to accomplish an objective or task. This is not for any legal use; it's so you and the volunteer have a "formal" agreement. This is especially important if your individual volunteer or volunteer group is going to participate in a staged construction project. We usually can't afford to correct or finish a half-done or poor job which must be finished. This problem could occur in a situation where you have volunteers building sections of a new trail.

Clubs and organizations are more likely to continue in times of stress than are individuals. Get clubs and groups to accept projects and commit to complete them. The group must be depended upon to get their members out to do the work. In general, it seems best to have individual volunteers complete tasks or projects which require a relatively short time. Get groups and special interest organizations to commit themselves to carrying out long term projects.

As your program increases in size, you may become aware of potential support problems. That is, you may have literally hundreds of volunteers at work who are directly supported by a very few volunteer managers. What do you do when your volunteer managers quit or take a long vacation?

For basic coordination, a paid staff officer who is entirely dependable and dedicated is essential. Unless you find a volunteer for program management (like we have in John Southwick) who is unquestionably dedicated to the job, a paid employee is best.

9. Other Details to Consider

Job Descriptions: Make up a brief job description or describe the duties or tasks on the enrollment form. An example of a description for our volunteer coordinator is in the appendix.

Performance Appraisals: Keep your volunteers currently appraised of their performance. Tell them how they are doing. This doesn't need to be a formal process, in fact, with volunteers, it may be better to keep it very informal.

Conduct and Adverse Actions: It is critical that anyone acting for or in the name of the Forest Service conduct themselves in a courteous and professional manner. With some critical positions, this should be stated in the job description. Problems can and will occur and management must respond. There are no adverse actions in the legal meaning of the word. To a volunteer however, being asked to leave or being forced to quit is adverse to them and you must take such actions professionally and humanly. Give volunteers a chance to correct problems and if it doens't work out, take action.

Attendance and Leave: Most projects will not require much attention to this subject. Other projects will as you grow dependent on the few volunteers who will carry a program. You must know when they will be available to help you. You should know when people are doing work benefitting the Forest Service.

Volunteer Agreement: Prepare the single form currently required. Make sure it is properly prepared and signed by the proper line officer. For the most effective management, the authority to sign the agreement should be delegated to the District Ranger.

Nondiscrimination: The law applies to all activities and the volunteer program is no exception. The important point to remember is that the volunteer's willingness and capability are important; not their age, race, creed, color or national origin.

Safety and Accident Control: Keep in mind that volunteers are considered "federal employees for the purpose of tort claims and compensation for work injuries." As your program grows, the possible consequences of this rapidly increase.

The job description or the agreement form description of duties should be of sufficient detail to insure that you do not receive such claims for activities not authorized by you.

If there is an accident or incident which might lead to claims, documentation will be important. Use the standard forms available and unless otherwise directed, keep all copies in your file for your use. We plan to document these cases using the CA-1, 2, CA-16 and the Supervisor's Report of Accident. Written reports will be prepared and will be held against the possible need; they will not be forwarded through channels at this time.

Make the Health and Safety Code available to your office and field volunteers. Make sure your volunteer coordinator knows safety is important. Be extremely careful in issuing licenses to drive government vehicles. Issue them only when there is no other way to accomplish the job. It's easier to pay the mileage rate for the volunteer's vehicle. Emphasize your concern for safety by inspecting work projects to insure that work is being carried out safely. Also make sure that the safety of visitors and recreationists is being fully considered.

Training: If a volunteer's capability is not satisfactory or if you want to expand their talents to do other jobs, you can train them. Check into free training sessions or training programs. If it is cost-effective, pay for training. Volunteers can be sent to in-service training sessions just as paid employees can. Use the standard form for this nomination and keep a copy in the volunteers individual file.

III. . . .and in Summary,

Volunteerism should not be considered a cure for all our budget problems. Because there are so many variables involved, using volunteers is risky and you should never let that escape your mind. Like many high-risk activities, the potential rewards are equally high.

You can minimize your risk by getting into the program at a comfortable rate; by fully involving your paid staff and employees; by "paying" your volunteers in the individual script they need. Be prepared to fail; be prepared for collapse and you should have a successful program.

The key to the success of our program is generally recognized to be management. Paid management must support the program. Volunteer managers must be dedicated and dependable. For any manager, whether paid or volunteer, watch the span of control. People can do only so much. Find assistant project managers to help the coordinator. Provide adequate supervision and followup to insure that all work is done to an acceptable standard.

IV APPENDIX MATERIAL

1. Volunteer Coordinator Job Description
2. Project Manager Job Description (Adopt-A-Trail)
3. Project Manager Job Description (Archaeology)
4. A Training Plan Format
5. Volunteer Interview Worksheet
6. Monthly Accomplish Report Form
7. A 1981 Review of the Sandia Ranger District Volunteer Program
8. Biographical Sketches of Sandia Volunteer Program Managers

APPENDIX 1

Volunteer Program - Job Description

Sandia Ranger District, Cibola National Forest

Position Name: Volunteer Coordinator

Immediate Contact: John Hayden, R&L Staff Assistant. Incumbent works under very general supervision.

Work Schedule: Flexible. Incumbent selects days and hours to be worked. We ask only that if any appointments are scheduled in the name of the U. S. Forest Service that they be kept or changed in the usual, courteous way of business.

Duties: The incumbent is to pursue any personal interests which coincide with the goals of the Forest Service. The incumbent sets priorities and within his self-imposed limits may do many of the following things:

a) Contact clubs, groups and associations to generate interest in volunteering to do projects in resource conservation or maintenance.

b) Maintain a file of people and groups noting their skills and interests.

c) Participate with the District management group as a full member to become acquainted with the problems and opportunities we have that volunteer groups or individuals might help with or correct.

d) Match known volunteers with projects they are interested in or find volunteers to do specific jobs.

e) Find opportunities in Forest Service programs which management might have overlooked where volunteers with unusual talents might be effectively used.

f) Represent the Forest Service and wear the uniform with professionalism, pride, and integrity.

g) Follow up on volunteer field projects to insure satisfactory compliance with Forest Service standards and objectives.

h) Offer advice and recommendations to the other management team members.

Evaluation: Comments will be made periodically to the incumbent expressing management opinions regarding the program.

Rules & Constraints: This position is exempt from all personnel rules. We will follow only the rules of courtesy and respect due one person to another. The Volunteer Agreement is the only paper legally required and will be prepared prior to any activity.

Travel: Travel for the U. S. Forest Service must be approved on a case-by-case basis by the Forest Supervisor. The incumbent may be licensed to drive government vehicles.

Training: Training to maintain skills or develop new ones may be scheduled on an opportunity basis.

Equipment: Personal clothing and supplies will be provided by the incumbent. Specialized equipment such as topographic maps, compass, altimeters, cameras and similiar devices will be provided by the Forest Service.

Work Objective: The incumbent and his immediate contact will remember at all times that the objective to be met is the accomplishment of resource management and maintenance goals. We also desire to establish better harmony and communications with all members of the public and special interest groups.

APPENDIX 2

Volunteer Program - Job Description

Sandia Ranger District

Cibola National Forest

POSITION NAME: Project Manager

WORKING TITLE: Adopt-A-Trail Manager

IMMIEDIATE CONTACT: John Southwick, Sandia District Volunteer Coordinator

WORK SCHEDULE: Incumbent should arrange volunteered time so as to provide as much direct supervision of volunteer trail crews as possible. Field supervision will be required primarily on weekends and summer days. Incumbent should be available to make lunch and evening presentations to clubs, organizations or individuals interested in the program.

DUTIES: The incumbent of this position will perform the following duties:

a) Make field checks of trail work to insure it's being done to minimum standards.
b) Be the contact for groups who have formally adopted a trail.
c) Contact groups to general interest and support in the trail program.
d) Represent the U. S. Forest Service and wear the uniform with profes-sionalism, pride and integrity.
e) Offer advice and recommendations to the other district team members about program expansion and other matters of interest.
f) Will try to keep workers and visitors safe.

Evaluation: Comments will be made periodically to the incumbent expressing management opinions regarding the program.

Rules & Constraints: This position is exempt from all personnel rules. We will follow only the rules of courtesy and respect due one person to another. The Volunteer Agreement is the only paper legally required and will be prepared prior to any activity.

Travel: Travel for the U. S. Forest Service must be approved on a case-by-case basis by the Forest Supervisor. The incumbent may be licensed to drive government vehicles. During normal work activities the manager will provide and maintain personal transportation.

Training: Training to maintain skills or develop new ones may be scheduled on an opportunity basis.

Equipment: Personal clothing and supplies will be provided by the incument. Specialized equipment such as topographic maps, compass, altimeters, cameras and similiar devices will be provided by the Forest Service.

Work Objective: The incumbent and his immediate contact will remember at all times that the objective to be met is the accomplishment of resource management and maintenance goals. We also desire to establish better harmony and communications with all members of the public and special interest groups. The manager specifically is to arrange for the level 3, 4, or 5 maintenance of at least 70 miles of trail each year.

APPENDIX 3

Volunteer Program - Job Description

Sandia Ranger District, Cibola National Forest

Position Name: Project Manager

Working Title: Archaeology Surveys & Studies

Immediate Contact: John Hayden, R&L Staff Assistant. Incumbent works under very general supervision.

Work Schedule: Flexible. Incumbent selects days and hours to be worked. We ask only that if any appointments are scheduled in the name of the U. S. Forest Service that they be kept or changed in the usual, courteous way of business.

Duties: The incumbent of this position will perform the following duties:

a) Participate as a para-archaeologist on teams doing field reconnaissance for project environmental assessment, land exchange and other as needed.

b) Survey, locate and complete archaeologic site records forms for areas located on or adjacent to the National Forest.

c) Act as curator of artifacts given to or loaned to the Forest Service. Display artifacts and maintain proper museum records.

d) Participate with the District management group as a full member to assist with problems and opportunities in cultural resources.

e) Maintain knowledge and skills necessary to do the job.

Evaluation: Comments will be made periodically to the incumbent expressing management opinions regarding the program.

Rules & Constraints: This position is exempt from all personnel rules. We will follow only the rules of courtesy and respect due one person to another. The Volunteer Agreement is the only paper legally required and will be prepared prior to any activity.

Travel: Travel for the U. S. Forest Service must be approved on a case-by-case basis by the Forest Supervisor. The incumbent may be licensed to drive government vehicles but except in extraordinary cases will furnish and maintain personal transportation.

Training: Training to maintain skills or develop new ones may be scheduled on an opportunity basis.

Equipment: Personal clothing and supplies will be provided by the incumbent. Specialized equipment such as topographic maps, compass, altimeters, cameras and similiar devices will be provided by the Forest Service.

Work Objective: The incumbent and his immediate contact will remember at all times that the objective to be met is the accomplishment of resource management and maintenance goals. We also desire to establish better harmony and communications with all members of the public and special interest groups.

APPENDIX 4

TRAINING PLAN FOR VOLUNTEERS IN THE

NATIONAL FORESTS

This form may be used to plan training for those who volunteer for National Forest projects and management activities.

NAME OF VOLUNTEER _____

RESTATE VOLUNTEER EFFORTS _____

_____

_____

WHAT SPECIFIC PROJECTS REQUIRE TRAINING?

1. _____

2. _____

3. _____

TRAINING PLANNED ACTION	DATE	COST (Travel etc.)
1.		
2.		
3.		
4.		
5.		

TRAINING RECOMMENDED BY _____

TRAINING APPROVED BY _____

____ SF 182 PREPARED _____ BY _____

____ SF 182 PREPARED _____ BY _____

____ SF 182 PREPARED _____ BY _____

APPENDIX 5

Volunteer Interview Worksheet

1. Name: _____ 2. Date: _____

3. Address: _____

_____

4. Phone Number: _____ 5. Age (if under 18): _____

6. Discuss capability (skills/talents): _____

_____

_____

_____

7. Discuss willingness (desire/commitment): _____

_____

_____

8. Time available for volunteer work (days, times, etc.): _____

_____

9. Set a tentative schedule for work: _____

_____

10. Discuss personal problems and needs (transportation, health, family and other limitations):

_____

_____

11. Determine and write the reasons the person may have in volunteering:

_____

_____

12. Get committment to do job or task: _____

_____

Interview by: _____

APPENDIX 6

VOLUNTEER PROGRAM REPORT

Prepared By: _____ Date: _____

Period Covered: _____

Program Name	Hours Contributed	Activities	Program Value	No. of People
Adopt-A-Trail				
Archaeology				
Boy Scouts				
X-C Route Maintenance				
District Library				
O.R.V. Activities				
Guide Service				
Mapping				
National History Association				
Office Assistance				
Publicity				
Recreation Opportunity Guide				
Sign Making				
Supervision & Administration				
W.I.S.				
a. Patrol				
b. Education				
Other:				
Special Activities:				

APPENDIX 7

A 1981 REVIEW OF THE SANDIA RANGER DISTRICT

VOLUNTEER PROGRAM

The Sandia Ranger District is bordered on the west by the city of Albuquerque, New Mexico with a population of over 450,000. Most of the District is in Bernalillo County which contains about 1/3 of the entire population of New Mexico. Over 31,000 acres were recently designated as the Sandia Mountain Wilderness. The mountain is used by downhill skiers, backpackers, bears, horseback riders, coyotes, lions, rock climbers, electronic communicators, eagles, picnickers, falcons, hang gliders, archeologists, bighorn sheep, tram riders, sightseers, deer photographers, turkey, geology classes, botanists, runners, wood haulers, miners, bow hunters, bobcats, snowmobilers, reptiles, litterers, runners, vandals, hikers, lost persons and rescue teams, motorcyclists, bycyclists, sledders, softball players, and a host of other kinds of users.

Volunteer help has been used to a limited extent for specific assignments for years, but a volunteer program was not formalized until about July, 1980, when it was placed on the organization chart under a Volunteer Coordinator. The position of Volunteer Coordinator was "established" so we could better utilize the many offers we receive. John Hayden* watched the development of interest by volunteers and within his limited official time, and during many periods of contributed time, used these offered services to benefit the National Forest. An early volunteer who has put in many hours of work in the field of archeology is Joan Wilkes. Her contributions have been significant.

About a year and a half ago, John Hayden had an opportunity to guide a visitor from Virginia to see the Cienega Handicapped Trail. She mentioned the way the Appalachian Trail is maintained by volunteers and this seems to have been the seed in John's mind for the whole program. John needed help and soon accepted the services offered by John Southwick who became the Coordinator of the Volunteer Programs. Mr. Southwick took it upon his shoulders to find volunteer groups who would take on the responsibility of caring for specific trails. Between Hayden and Southwick, the "Adopt-a-Trail" program came into use. The name reflects the program wherein organizations formally "Adopt-a-Trail." They commit their group to maintaining a specific trail to level 3, 4, or 5 standards.

After this program was going, Southwick expanded his area of interest and has successfully accomplished many other program goals. It is important to note that Mr. Southwick has generated so much interest that we now have a waiting list for people who want to contribute time! In August of 1981, he had a list of 50 names he had gathered. There has been no public announcement of the program. John Southwick was later recognized for not only the time he has given but also for the organizational and administrative ability he has used to get the program going. I believe that one of the key factors in the success of the Program is that we have a Volunteer talking with Volunteers. Mr. Southwick is "one of their kind" and it makes a much better working relationship.

* John Hayden is the Recreation & Lands Staff Officer on the Sandia District.

A DESCRIPTION OF SOME OF OUR PROGRAMS

ADOPT-A-TRAIL, John Southwick, Volunteer Coordinator

Eighteen trails (exceeding 70 miles) varying in length from ½ to 16 miles have been adopted by such local groups as the: Sierra Club, Audubon Society, Boy Scouts, Girl Scouts, University of New Mexico ROTC, New Mexico Mountain Club, and others. Each has agreed to make an early summer clean up removing wind fall trees, clearing brush, repairing water bars, and picking up litter. They will also make minor repairs and improvements, and add water bars and other erosion control measures as specified by the Forest Service. A fall sweep will be made to leave the trails in good condition for the winter.

The Sandia Mountain Lions Club has adopted the Cienga Handicapped Trail which is a part of the National Trail System. They perform general maintenance which includes repair of trail surfaces, painting railings, replacing vandalized braille signs for the blind and performing landscape maintenance tasks. The New Mexico Cross Country Ski Club cleared an old survey route for a ski trail and will maintain it for future, year-round use.

These groups were enlisted by John Southwick who attended club meetings to explain the program and assess interest. He walked the trails under consideration with representatives of groups which expressed interest. A letter was sent to each group electing to participate emphasizing the importance and special features of their trails and expressing the appreciation of the Forest Service. A "hands on" workshop was held to acquaint representatives from the groups with proper trails maintenance standards and procedures. Television and newspaper coverage of the workshop helped to publicize the program. A volunteer was enlisted to make signs with each organizations' logo which are placed on the trails, giving them credit for maintaining them. Another volunteer is fabricating some replacement signs for the trail system.

Tools are furnished by the Forest Service. John Southwick participated in their initial work sessions to show support and give advice where needed. He also walked the trails later to be sure work was being done satisfactorily and to report windfalls and other trail conditions needing attention. A work progress report is compiled and sent periodically to all the groups to stimulate interest (and competition) and to give them credit for their efforts. Media coverage will continue. Some groups may prepare brochures listing the interesting features, flora, fauna, geological formations, and history of their trails. These borchures may be published later by the Forest Service.

Some features contributing to the successful establishment of the program are: 1) a pool of volunteers available in the large metropolitan area nearby; 2) the desire of organizations to perform some public service project as one aspect of their program even those not service oriented; 3) increased dialogue between the Forest Service and local wildlife and conservation groups, and 4) use of volunteers in administration as well as in the trail work.

The most recent progress report for the Adopt-a-Trail program follows:

PROGRESS REPORT

ADOPT A TRAIL PROGRAM SANDIA RANGER DISTRICT

July 1981

Embudito Trail (#192), 5½ miles; Sierra Club; Mapping in progress. Erosion control and numerous water bars installed on lower half. Monthly work sessions.

Osha Loop and 10K Trail, 8 miles; Sandia Wildlife Conservation Association; Trails cleaned and cleared of wind falls in half a dozen sessions. Signs made and installed. Blue plastic ski trail markers being installed.

Crest Trail (#130), 16 miles; New Mexico Mountain Club; Cleaned old survey route of numerous wind falls in several work sessions. Further work to be planned by new officers for coming year.

Cienega Trail (#148), 2½ miles; UNM Air Force ROTC; Water bars and erosion control on lower third. Program interrupted by summer vacation.

Crest Trail - Tunnel Spring, 12 miles; Troop 189 BSA; Trail currently in good shape so troop contributed time on Three Gun, installing water bars on top third. More sessions scheduled.

Three Gun Trail (#194), 4 miles; YWCA; Water bars and erosion control on lower half.

Tramway Trail (#82) and La Cueva Trail (#83), 2½ miles; Audubon Society; one orientation and clean up and one clean up sweep when water bars were installed. Additional sessions have been scheduled.

Canoncito Trail (#150), 3 miles; Troop 185 BSA; One overnight work session. Further work on this trail waiting on Forest Service decision on erosion repair methods to be used.

Cienega Handicapped Trail: Sandia Mountain Lions Club; Orientation walk. Watering grass in landscaped areas.

Faulty Trail (#195), 5 miles: Girl Scouts; One orientation and clean up sweep.

Upper Faulty, La Luz (#137) from Tram to Crest Spur, Tree Spring (#147), 3½ miles; Troop 493 BSA; 2 work sessions scheduled. Orientation and water bar installation on Tree Spring.

Piedra Liza Trail (#135), 5 miles; Albuquerque Wildlife Federation; September session scheduled. Orientation and clean up sweep in Juan Tabo bowl.

RECREATION OPPORTUNITY GUIDE Mr. Earl Nichols and John Southwick.

Mr. Nichols has contributed his time to drive roads, measure distance and write up portions of this guide book for the public. The guide is kept in the reception area of the Sandia District Office. It is referred to by the receptionist and any portion of the guide may be copied on request together with applicable portions of the large map referred to in the text. To date the hiking and picnicking sections are complete. Eventually it will include sections on cross country skiing, downhill skiing bird watching, rock climbing, hunting, photography, archeology, geology, trail biking, mapping, orienteering, wildlife, jeep trails, and others. The guide will be constantly revised and updated as needed and should be a valuable resource.

ARCHEOLOGICAL SITE ASSESSMENT AND MAPPING Mrs. Joan Wilkes and John Hayden

Since 1978 a number of sites have been assessed and mapped by volunteers from the local archeological society. A detailed analysis has been completed on two of the major sites. Maps of these areas are nearing completion. Rock art sites are also being mapped and surveyed. Land being considered for exchange is being surveyed by the regional office utilizing volunteer help. Salvage excavations have been made on construction sites.

CROSS COUNTRY SKI TRAIL DEVELOPMENT John Southwick and John Hayden

A special part of the Adopt-A-Trail Program is that which deals with winter use. Many cross country ski routes have been adopted and scouted, flagged and cleared of major obstacles and brush. Many old trails will later be added to the system for this use.

MAP PREPARATION, MAPPING AND CORRECTIONS John Southwick, John Hayden and Joan Wilkes

Using a Forest Service prepared base map, Joan Wilkes mapped the precise location of all buildings, towers, guy anchors, roads and utilities. This map plays a critical part in our management of that complex site. (This electronic site is the seventh most congested in the nation.)

The special map for cross country skiers was conceived, designed and rough drafted by Southwick and Wilkes. Volunteer groups helped prepare wording for this publication. This map is currently in the Regional Office for review and we hope to have it available this winter (81-82).

Southwick and Wilkes contributed time to reviewing, correcting and revising the new Class A Map which will contain only information about the Sandia Ranger District.

Trail logs and the status of signing is being updated with Volunteer help. One Volunteer is pushing the measuring wheel over all system trails in an effort to help us improve our management data base. Trails which are currently not on the system will be mapped and evaluated. Many will be placed on the system.

WILDERNESS INFORMATION SPECIALISTS Alan Korpinen

Ten uniformed volunteers patrol areas of heavy use in the Sandia Mountain wilderness assisting wilderness users and giving aid as needed. Patrols are scheduled over all days with some extending into evening hours. Volunteers receive training in first aid, natural history and Forest Service organization and objectives.

ORV MANAGEMENT

A local club has agreed to help map old roads on that part of the District south of Interstate Highway 40. They will make recommendations to establish a network of tracks in this area suitable for off-road vehicle use. They have agreed to sign and maintain this system to Forest Service standards.

OTHER ACTIVITIES

Volunteers are currently helping to straighten up the District library. Some Volunteers will soon be used in the reception room at the Ranger Station.

Assessment of the Volunteer Program and Other Planned Activities

Although it is primarily a management tool, the program has proved valuable for public education and community relations as well. In the future Volunteer help could be usilized to:

1. Clear and rework old trails to expand the trail system.
2. Construct wilderness entrances which are esthetically pleasing.
3. Maintenance of trail shelters and other structures.
4. Wildlife surveys
5. Fence repair
6. Manning information booths
7. Manning road blocks during fire danger
8. Interpretation of archeological sites
9. Preparation of a skill inventory of available volunteers
10. Organizing, advertising, and implementing a "Clean Up the Sandias Day"
11. Initiating, advertising, and implementing a summer lecture series
12. Organizing a lesson plan educating children in wilderness ethics and arranging field trips.

The key to successful expansion of the program lies in recruiting volunteers with management skills who are able to contribute time on a regular basis to form a staff under the Volunteer Coordinator.

Extent and Interest in the Program

During the summer of 1981, the Sedona Ranger District on the Coconino National Forest used the "Adopt-A-Trail" program in their move to enlist volunteer help in maintaining their trails.

In August of 1981, John Southwick extended a personal trip to Idaho by two days. He agreed to meet with officials of the Challis National Forest to discuss ways they can implement and use the program.

John Southwick is attempting to get national interest in the program through national organizations. He envisions that camp-work vacations (some tailored to family groups) could be instituted by national organizations such as Sierra Club to maintain adopted trails or streams. Outfitters and guides might sponsor end of season minimum expense trips for trail maintenance and camp site cleanup. "Adopt-A-Trail" or "Adopt-A-Stream" programs could be initiated where individuals or groups could contribute the cost of a certain number of feet or miles of trail maintenance or litter removal under the sponsorship of state or national wildlife, sporting, and environmental groups. Structure design and construction could be done by schools or training groups with materials furnished by the Forest Service.

APPENDIX 8

Biographical Sketches of Sandia

Volunteer Program Managers

1. John S. Hayden, 41, currently employed by the U. S. Forest Service as Recreation and Lands Staff Officer on the Sandia Ranger District; B.S. degree from Northern Arizona University, Flagstaff, Arizona 1963; started career in Forest Service as summer employee 1959, Kaibab National Forest, permanent appointment 1963; is the staff officer with responsibility for the District Volunteer Program. Also volunteers time as a soccer coach, in church activities and for archaeological field project supervision. His special interests center around Southwest archaeology with emphasis on the Gallina culture. Studies flora of Southwestern U. S.; is a downhill and cross country skier, and ties photography and freehand sketching into all his activities. Active member of the Albuquerque Archaeological Society since 1975. Married; daughter, Lori, age 14 and son, Steve, age 12. Wife, Kathy, employed as a bookkeeper.

2. John A. Southwick, 62, currently the District Staff Volunteer Program Coordinator. Started as a full time volunteer in July 1980 and continues to work over forty hours per week. Studied chemical engineering at the University of New Mexico in Albuquerque. Retired in 1977 from Sandia National Laboratory where he was the Division Supervisor in the Primary Measurement Standards Laboratory. Served in the U. S. Army in World War II as a Captain, Ordinance Department in Maryland and Pennsylvania. Special interests include backpacking, photography, hiking, whitewater rafting, canoeing, cross country skiing, and bicycling. Married; one son. Born and raised in Albuquerque, New Mexico. Member of the New Mexico Ski Touring Club and the New Mexico Mountain Club. Also, a very active member of, and volunteers many long hours to, the Sandia Search and Resuce Club which assists statewide in finding and assisting lost or injured persons. Wife Marcia, is a housewife and strong, background supporter of John's volunteer activities.

3. Joan Wilkes, 47, currently Program Manager in Archaeological Survey and Studies. Started as a volunteer in 1978 and has given two to three days per week over the four years; B.A. degree in anthropology from University of New Mexico, Albuquerque, 1971. Special interests are in Southwestern archaeology and weaving. Outdoor sports include hiking, backpacking, photography, cross country and downhill skiing. Active member of the Albuquerque Archaeology Society since 1977. Born and raised in Washington state until 1954 when she moved to Albuquerque. Resident here 28 years. Also, volunteers time in church activities and the Albuquerque Meals-On-Wheels Program. Married; two sons and a daughter. Husband, Don, is an engineer-inventor.

4. Earl Nichols, 67, currently Program Manager in Recreation Opportunity Guide preparation. Also assists with records and accomplishment reporting. Started as a volunteer in May 1981 and contributes one to two full days per week. Studied psychology and english at the University of Buffalo in New York and the University of New Mexico in Albuquerque. Retired from Crist Machinery and Supply as an outside salesman. Served in the U. S. Navy in World War II; served with the United States Postal Service for eight years afterwards. Special interests include hiking, picnicing, birdwatching, fishing, writing, reading and amateur theatrical productions. Married; one daughter and a son employed by the U. S. Forest Service. Moved to Albuquerque in 1951 from upstate New York. Currently writing a metaphysical book entitled, There Is A Power. Past volunteer activities included the Retired Senior Volunteer Program (RSVP) and the Animal Humane Association. Worked as a public relations specialists with the AHA. Wife, Dorothy, recently retired from BIA.

5. Alan Korpinen, 40, currently Program Manager in the Wilderness Information Specialists project. Started as a volunteer in June 1981. Recently retired from the U. S. Army after 20 years of service as a Captain in the Veterinary Corps, Food Inspection. Studied anthropology during service years by attending University of New Mexico, University of Colorado, and Alaska Methodist University. His special interests include hiking, raquetball, handball, running, tennis, squash, hunting and fishing. Indoors enjoys silversmithing and work on advanced electronic kits. Has contributed time as a volunteer in Big Brother, Boy Scouts, Toys for Tots, church activities and in helping to organize food supplies for Viet Nam Orphanages. Married; wife, Julia, active in knitting, needlepoint and similiar handicrafts, son, Alan Jr., and daughter, JoAnn.

6. Jack McK Pardee, 68, currently the Adopt-A-Trail Coordinator. Started as a volunteer in 1981. Graduated 1936 from Colorado School of Mines with a degree in Mining Engineering. Served five years in the U. S. Army during World War II with assignments in the United States, Europe, and Phillipines in charge of an engineering battalion. Left the Army with the rank of Lt. Colonel. Retired in 1978 from the U. S. Forest Service in Albuquerque where he was the leader of the minerals group in the regional office. His special interests include hiking, hunting, cross country skiing, bicycling, running, reloading ammunition. He takes particular pride in a batch of 20 year old sourdough. He also volunteers time in teaching firearms and hunter safety to young people in cooperation with the State Game and Fish Program. His wife, Alice, supports his efforts and is very active in the International Friendship Force. They have three daughters and two sons.